

EYES ONLY

7 May 1984

NOTE FOR: DDI

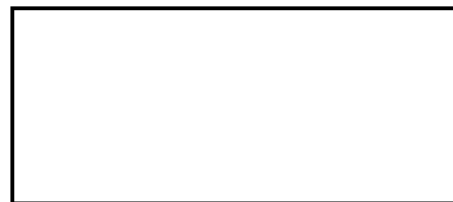
FROM: EA/DDCI

Bob,

At the last session on recruitment that I recall, Magee acknowledged he was behind the power curve in the DDI and, I think, said that a full-court press task force approach would be needed. I'm sure you're tired of talking at this point, but it might be worth taking this to him to start with and asking him what he's doing/can do by X amount of time. If prospects still look dismal, then you should probably get John into the act.

You might also want to have someone talk to who is about to take a second (third/fourth!) look at processing for the IG. 25X1

You certainly seem to be investing considerable time and energy to do all this -- maybe you should take over the rest of recruitment as well?!



25X1

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

DDI

EXTENSION

NO.

25X1

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

D/ALA

25X1

2.

D/EURA

3.

D/NESA

4.

D/OCPA

5.

D/OCR

6.

D/OEA

7.

D/OIA

8.

D/OGI

9.

D/OSWR

25X1

10.

D/SOVA

11.

ASG

25X1

12.

PES

13.

PMS

14.

15.

4 MAY 1984

MEMORANDUM FOR: DI Recruitment Representatives
FROM : Associate Deputy Director for Intelligence
SUBJECT : Recruitment Meeting, 10 May 1984

The next meeting of DI/Office Representatives on recruitment will be at 1000 hours on Thursday, 10 May in the DDI Conference Room. Because of other commitments, I will be unable to attend this particular meeting. I therefore have asked [] to 25X1 chair the meeting, addressing the topics listed on the attached agenda.

[]

25X1

Richard J. Kerr

Attachment:
As Stated

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Agenda for Recruitment Meeting

DDI Conference Room

Thursday, 10 May 1984
1000 hours

1. Current Status
2. Report on Recruitment of Economists
(see attached 1983-84 report)
3. Sub-Panel Reports
4. Planning for OP Recruiters' Conference
5. Final Plans for Visit of Six University
Placement Directors on Friday, 11 May

25X1

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3 May 1984

MEMORANDUM FOR: Economic Functional Advisory Panel Members

FROM:

[REDACTED]

25X1

Chairman, Economic Functional Advisory Panel

SUBJECT: 1983-84 Recruitment Report

1. This is [REDACTED] final report on our 1983-84 drive to recruit economists. Please note that it includes a list of active applicants, with suitable identification of offices to which they might go. Look this list over carefully to assure that it jibes with your own information. If it does not or if you have questions about applicant status, this is your last best chance to sort things out. From here on, you will be dealing directly with OP (or referring problems to [REDACTED] subpanel). 25X1

2. Leo will be attending the 10 May meeting of the DI recruitment panel. You may raise questions concerning the body of his report then.

Attachment:
As Stated

[REDACTED]

25X1

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Coordination of Economic Recruiting FY 1984

The economic recruiting effort has again generated a larger number of applicants than the Office of Personnel (OP) has proven able to process and provide timely offers of employment. OP's promises of selective accelerated processing of high priority applicants have not been fulfilled. Indeed, the new organization has thus far proven less able to respond to identified priority needs than the previous one.

11
After months of wheel spinning, OP finally began to return a substantial flow of economist files in mid-March. DDI Offices have been quick to react to this flood of files, and a concerted effort appears to be in train to schedule pre-processing interviews for those applicants in whom there is interest. We may hope that there will be no further delays and that we can save a greater than usual number of applicants who are still in the pipeline. We have somewhat fewer applicants this year than last at mid April (see Table 1) and have given out correspondingly fewer Personal History Statements (PHS's). We have had a sharp decline in the number of economist applications returned and entered into the employment review process. (See Table 2) Most of that decline may be traced to the number of PHS's generated by the OP, about half what had come from that source in FY 1983. There was a small decline in yield of PHS's from major economics meetings. The increase in receipts from the Southern Economic Association being in Washington and the addition of attendance at the Eastern Economic Association meeting did not compensate for the reduction from the American Economic Association going to the West Coast, where overall attendance is lighter.

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In summary, this year -- as compared to last -- we have somewhat more than two-thirds the number of people at a stage in processing at which the PHS has been reviewed by potentially interested offices and one or more office has asked for pre-processing interview or additional information antecedent to interview. Our tally in this position last year was 80; this year it is 56 -- in a year in which we have to hire 3 or 4 times as many economists. Our PHS receipts from individuals whom we reached with our national advertising, however, increased slightly and we expect a considerable increase based on recent follow up on this source. Despite a prodigious effort to recruit through direct campus visits (which is continuing), we produced only about three-fourths the number of PHS's this year that we garnered last year with a much smaller campus visit effort.*

Finally, our requests for pre-processing interviews as of 16 April were a few more than half the number which we had last year, in part a result of the reduced output of PHS's. (See Table 3) This number may be down because of the increase in the delay in processing incoming PHS's in the Office of Personnel. This delay has been so precipitously reduced since mid-March that we probably should not look to improvement in our number of cases from this source -- my back-up is presently only 14 cases of which 10 are less than 30 days since receipt of the file. Thirty days ago, I had seen only 11 out of some 65 cases (full PHS) that I had sent to OP; many were more than two months delinquent. Performance by the Office of Personnel remains far behind what it was last year although it has improved by almost an order of magnitude in the last few weeks.

*In part, I may not have a full picture of this effort since it may be difficult to sort out the product of those visits from the direct submissions from the field recruiters. With the drastic reduction from last year in the latter's production of PHS, it would not appear that I have overlooked a significant number however.

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Performance of the DDI Offices hiring economists in reviewing cases made available to them by the Office of Personnel has improved to the point that only isolated cases of delay in decision have been apparent. Indeed, most offices have done so well that the allowed 10 working days for review might be cut in half.

Although over half of the cancellations in Table 3 represent failure of the individual to return employment applications we have proffered, more than one-third represent individuals who have taken other jobs in the course of our processing them for an Agency position. Among those applicants cancelling while processing goes on is a disproportionate share of our best qualified applicants. These are the individuals who are most attractive to other employers and will be the first offered jobs and will be offered the best salaries. Additional attention must be given to exceptional applicants as a group. Equally important, however, is the need to reduce sources of delay throughout processing if the Agency is to compete for highly skilled individuals for whom there is wide demand.

A list of personnel applications that are in advanced stages of processing is at Appendix A.

Recommendations for FY 1985

// The most urgent need is to develop a scheme in the Office of Personnel for processing applications more quickly. The pace which we have seen in the last 30 days would be acceptable if one may be assured that this was not the product of the previous 165 days of delays. If the DDI begins recruiting early in the fiscal year, there must be a processing program in place in the Office of Personnel to permit rapid creation and review of PHS files so that applicants are apprised early of our employment decision.

Prepare for participation in the American Economic Association meetings in Dallas which should provide a larger market than San Francisco this past year, and in the Southern Economic Association meeting in Atlanta which should do about as well as last year. Omit the Eastern Economic Association meeting.

If the DDI must recruit the number of economists in FY 1985 that it now appears will be needed, there will be an even greater requirement for some central coordination of this activity in the directorate to minimize the delays that may be created by increased office recruiting which inevitably 25X1 focuses on office needs.



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